

# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow

# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE

## Agenda

- Welcome
- Purpose
- Administrative Remarks
- Introductions/Roles and Responsibilities
- Rules of Engagement
- Regional Customer Support Office Overview
- Initiatives Review
- Product Development



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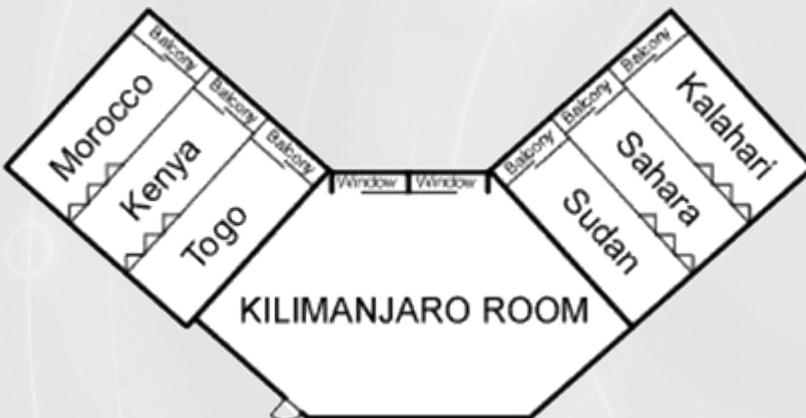
## Purpose

**Revitalize the Role of Workforce Leaders and Supervisory Personnel (New Role as Frontline Change Agents for Army Acquisition Transformation)**

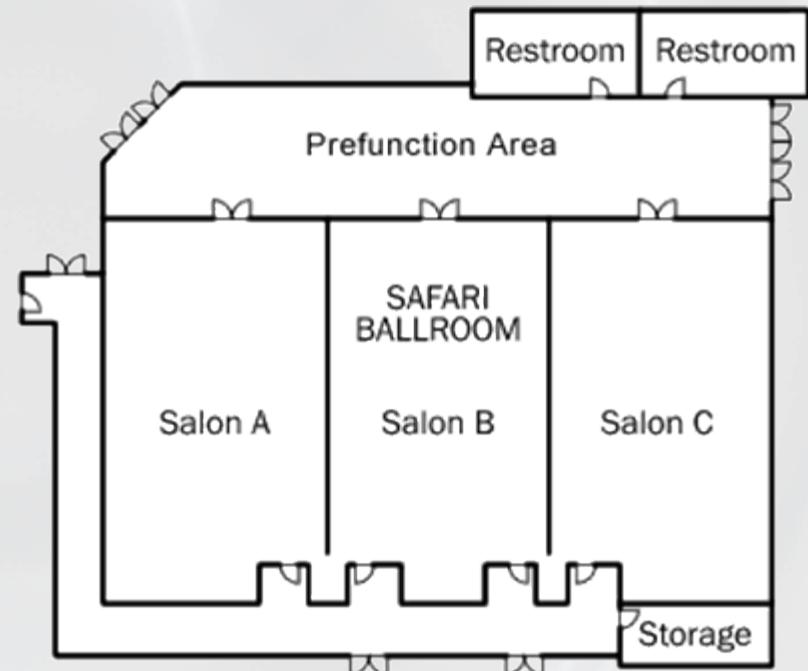
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## Rooms

### Kilimanjaro Room



### Safari Ballroom



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## Why are the Workshops Important?

- Mechanism for Feedback on Transformation
- Opportunity for Impact on the Directions of the Project

## What is Our Challenge

- To Produce Output
- Develop Quad Charts to Capture Group Issues, Recommendations, Strategy/Resource Plan, and a Timeline/Deliverables

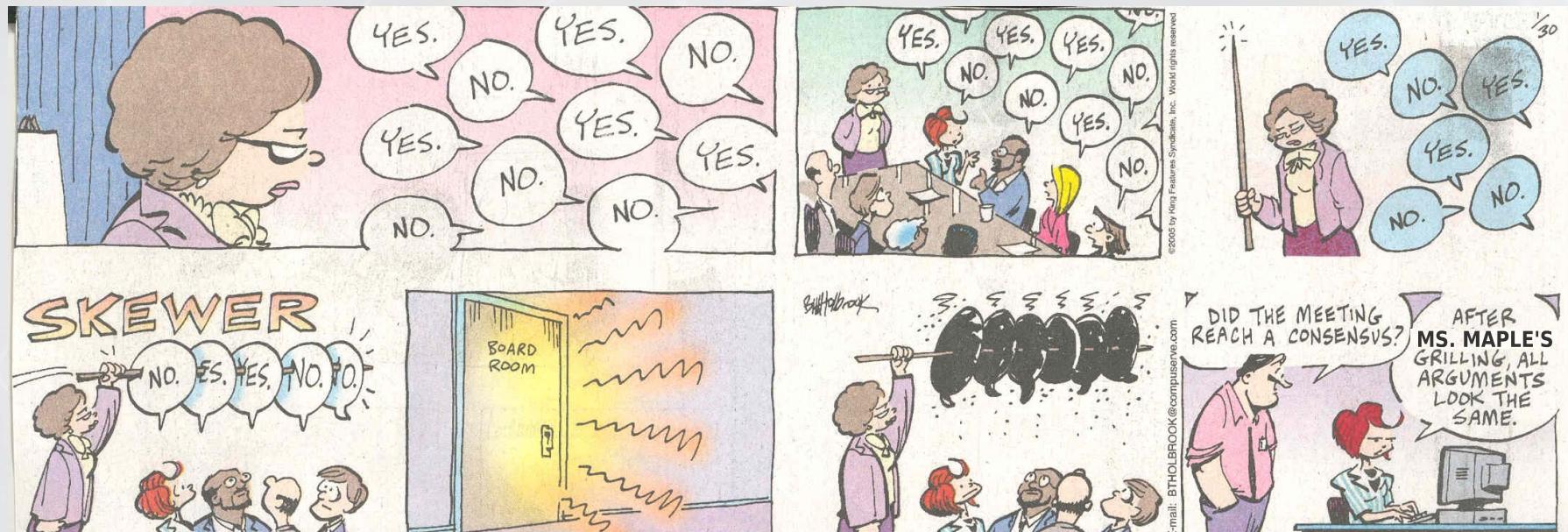
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## Where Will Our Information Go From Here?

- Brief Workshop Recommendations to Both the Senior Sponsor and Senior Process Leader for AAC Transformation for Approval.
- Brief Approved Initiative to Conference General Session Attendees
- Post Initiative Results/Updates on ASC Web Site
- Address in the Transformation Campaign Plan and Individual Initiative Concepts and Action Plans
- Revisit in the Next Transformation Update Forum (August 05 Senior Leader Conference).

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## Rules of Engagement



Consensus is Our Objective;  
However, Divergent Views are Acceptable

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"On the Fastrack" by Bill Holbrook, Sunday, 29 January 2005

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## Regional Customer Support Overview



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## Regional Customer Support Office

### MISSION

Oversee Career Management and Career Development of the AL&T Workforce. Develop, Implement and Execute Acquisition Workforce Policy and Procedures. Serve as the DDACM's Primary Representative for the AL&T Workforce Members and Senior Leadership on Issues Relevant to Career Management and Development.

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## Regional Customer Support Office

### MISSION

Oversee Career Management and Career Development of the AL&T Workforce **and Rating Supervisor**. Develop, Implement and Execute Acquisition Workforce Policy and Procedures. Serve as the DDACM's Primary Representative for the AL&T Workforce Members and Senior Leadership on Issues Relevant to Career Management and Development.

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## Regional Customer Support Office



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## Regional Customer Support Office



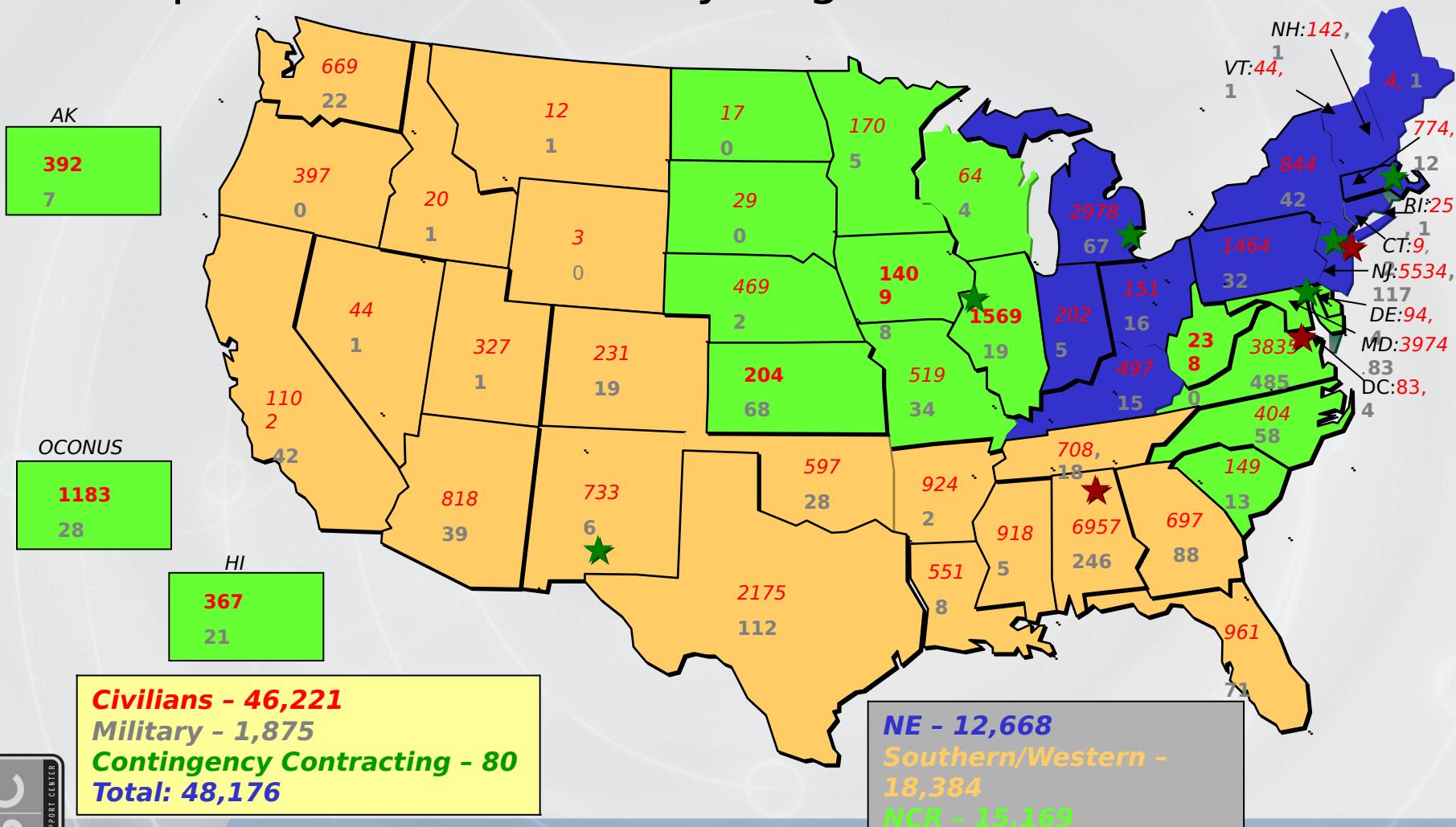
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## Regional CSO Strategic Partnerships



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# Acquisition Workforce by Region



## **Civilians - 46,221**

## **Military - 1,875**

**Contingency Contracting - 80**

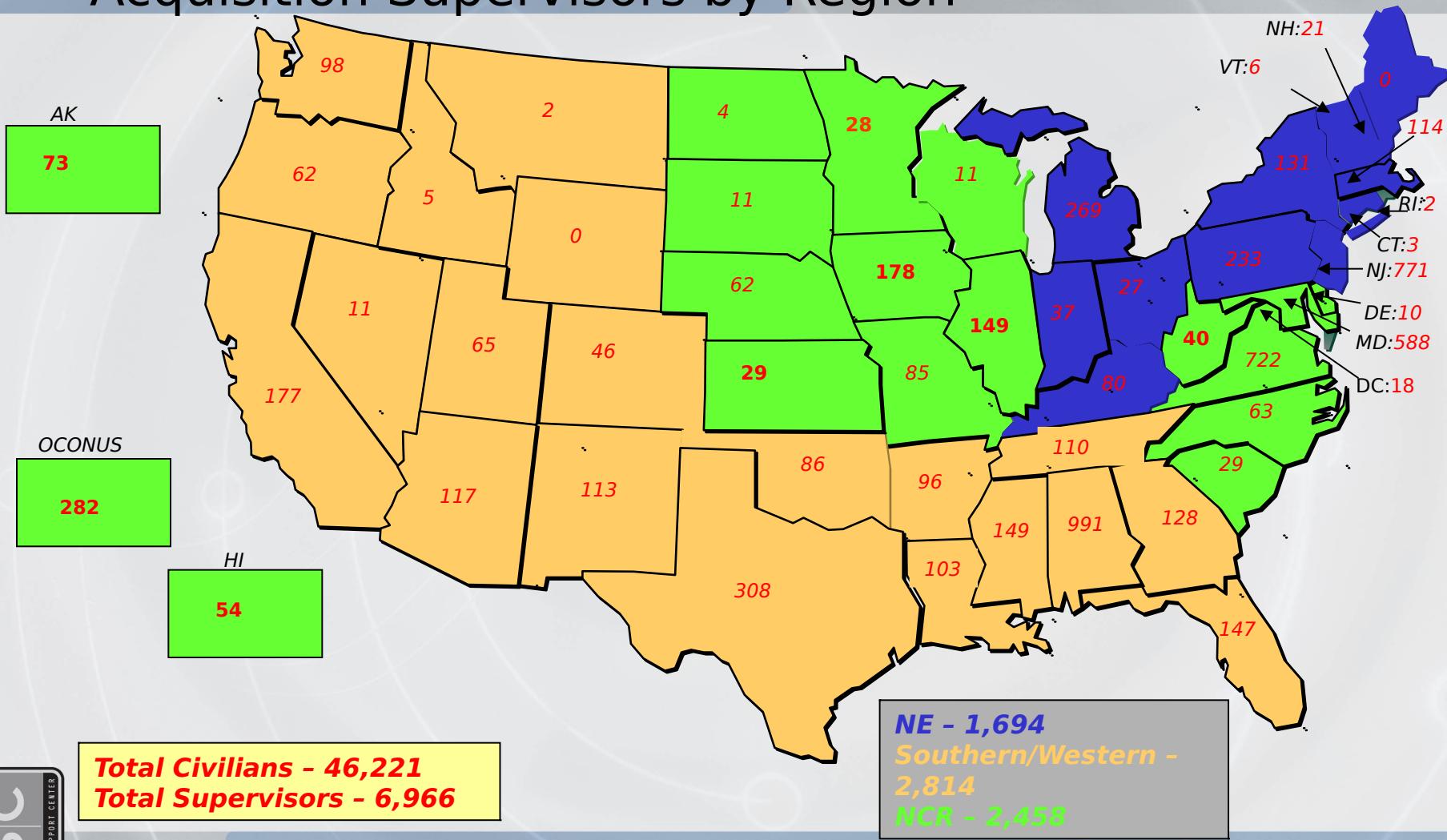
**Total: 48,176**

**NE - 12,668**

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## Acquisition Supervisors by Region



Total Civilians - 46,221  
Total Supervisors - 6,966

NE - 1,694  
Southern/Western - 2,814  
NCR - 2,458

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## Acquisition Workforce Member Responsibilities

- Know Position Acquisition Position Category (APC) and How Career Field Fits Into Acquisition
- Understand the Certification Standards for Current Position - Education, Training and Experience
- Utilize the Acquisition Career Development Plan (ACDP) in Career Planning
- Prepare and Maintain an IDP and ACRB
- Develop and Execute IDP in Partnership With Supervisor
- Achieve Acquisition Position Certification
- Accomplish Continuous Learning Policy Mandate
- Commence Career Broadening Activities
- Understand AAC Membership Requirements – Apply When Eligible!
- Obtain an Assessment of Strengths and Development Needs
- Seek out Mentor(s)
- Develop Leadership Skills and Apply for Future Leadership Positions
- Be Aware of What Opportunities the AL&TWF Can Provide

**Employee Ultimately Responsible for Their Career!!**

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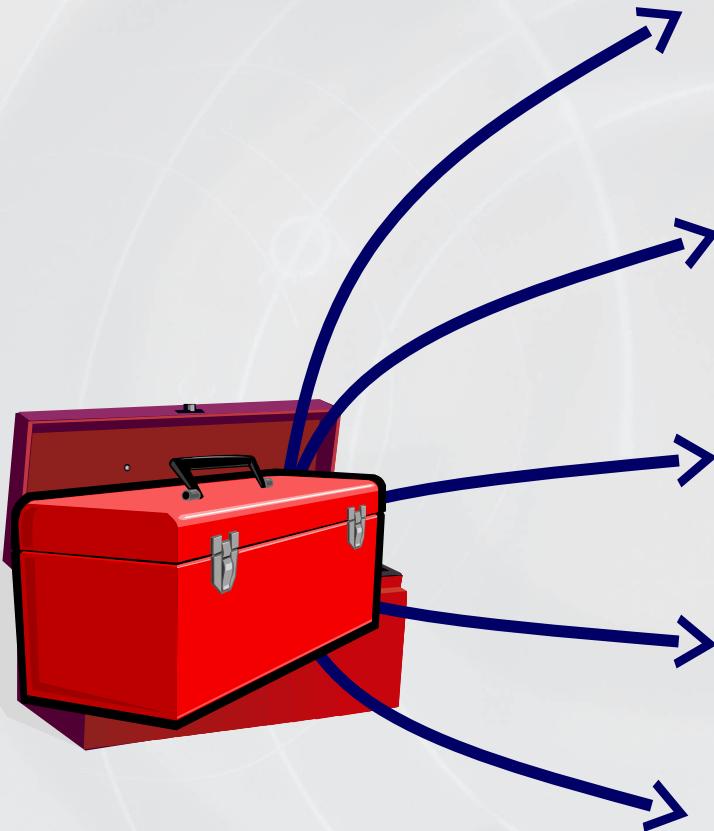
## Rating Supervisor Responsibilities

- Designate Positions as AL&TWF IAW Refined Packard Definition; Inform Employee of the Acquisition Position Code and Related Certification Standards.
- Analyze Organizational Strategic Goals
- Assess Employees Strengths and Development Needs.
- Develop And Execute Individual Development Plans (IDPs) In Partnership With Employees
- Ensure Employee's Meet Position Certification and Continuous Learning Mandate
- Approve Continuous Learning Points (CLPs) for Completed Training
- Provide Quality Evaluations
- Develop and Mentor Employees for Future Leadership Positions

**The Growth and Development of People  
is the Highest Calling of Leadership**

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## Rating Supervisor's Learning and Development Toolkit



### **What's Available**

#### **Regional Customer Support Offices**

- Regional Directors
- Regional ACMs
- Acquisition Career Management Advocates

#### **Career Management Tools**

- Acquisition Career Development Plan (ACDP)
- Individual Development Plan (IDP)
- Acquisition Career Record Brief (ACRB)
- Senior Rater Potential Evaluation (SRPE)
- Assessment Tools

#### **Career Management Publications**

- Army AL&T Magazine
- Career Management Handbook
- Career Development Guidelines
- AET&E Catalog

#### **Career Development Programs**

<ul style="list-style-type: none"><li>▪ AETE/ATAP</li><li>▪ CDG</li><li>▪ C-RDAP</li></ul>	<ul style="list-style-type: none"><li>▪ Fast Track</li><li>▪ Intern Career Programs</li></ul>
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#### **On-Line Department**

- Acquisition Support Center Website
- Regional Websites
- DAU Website

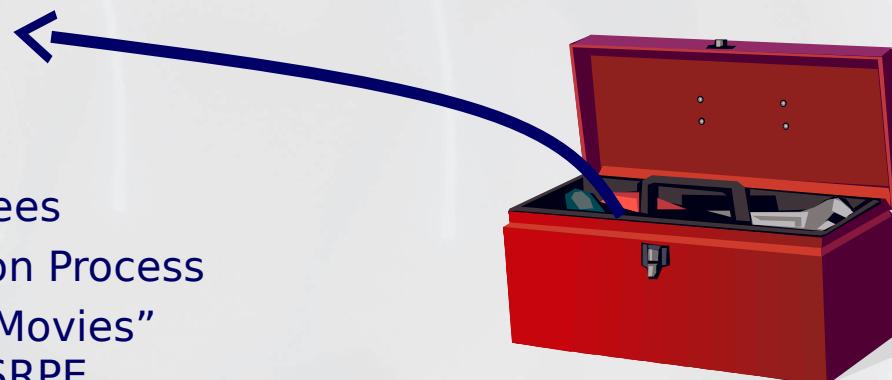
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## Rating Supervisor's Learning and Development Toolkit

### **Future Initiatives**

- Supervisor Outreach
- Master Calendar
- ACRB Link to OPF
- ACRB Updates by Employees
- Improved Board Application Process
- Virtual Center of "How to Movies" on the ACRB, IDP, AITAS, SRPE
- DAWIA II Implementation



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## Rating Supervisor's Learning and Development Toolkit

### **What's Needed?**

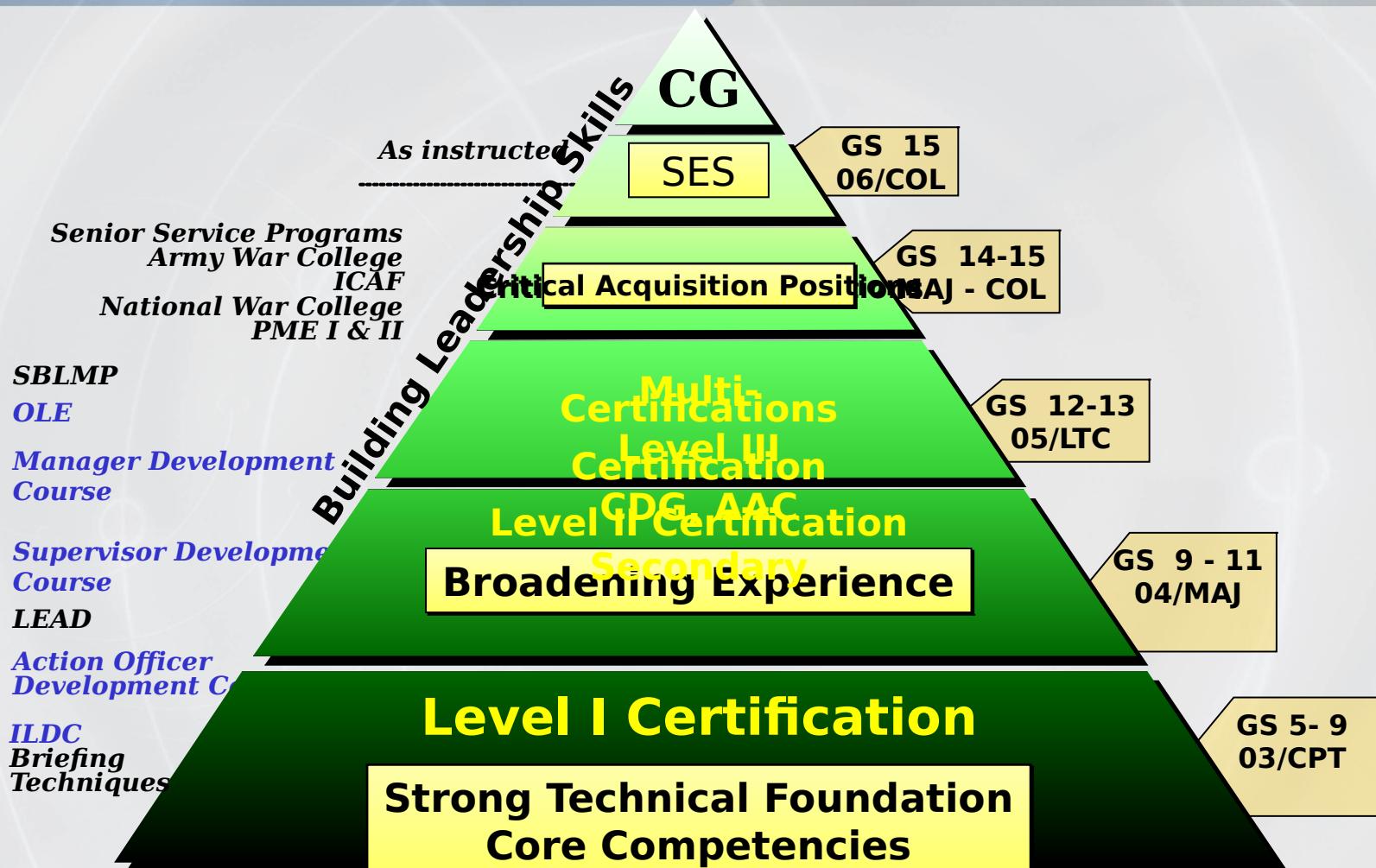
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**Opportunity for Development  
is Essential, Not Optional**



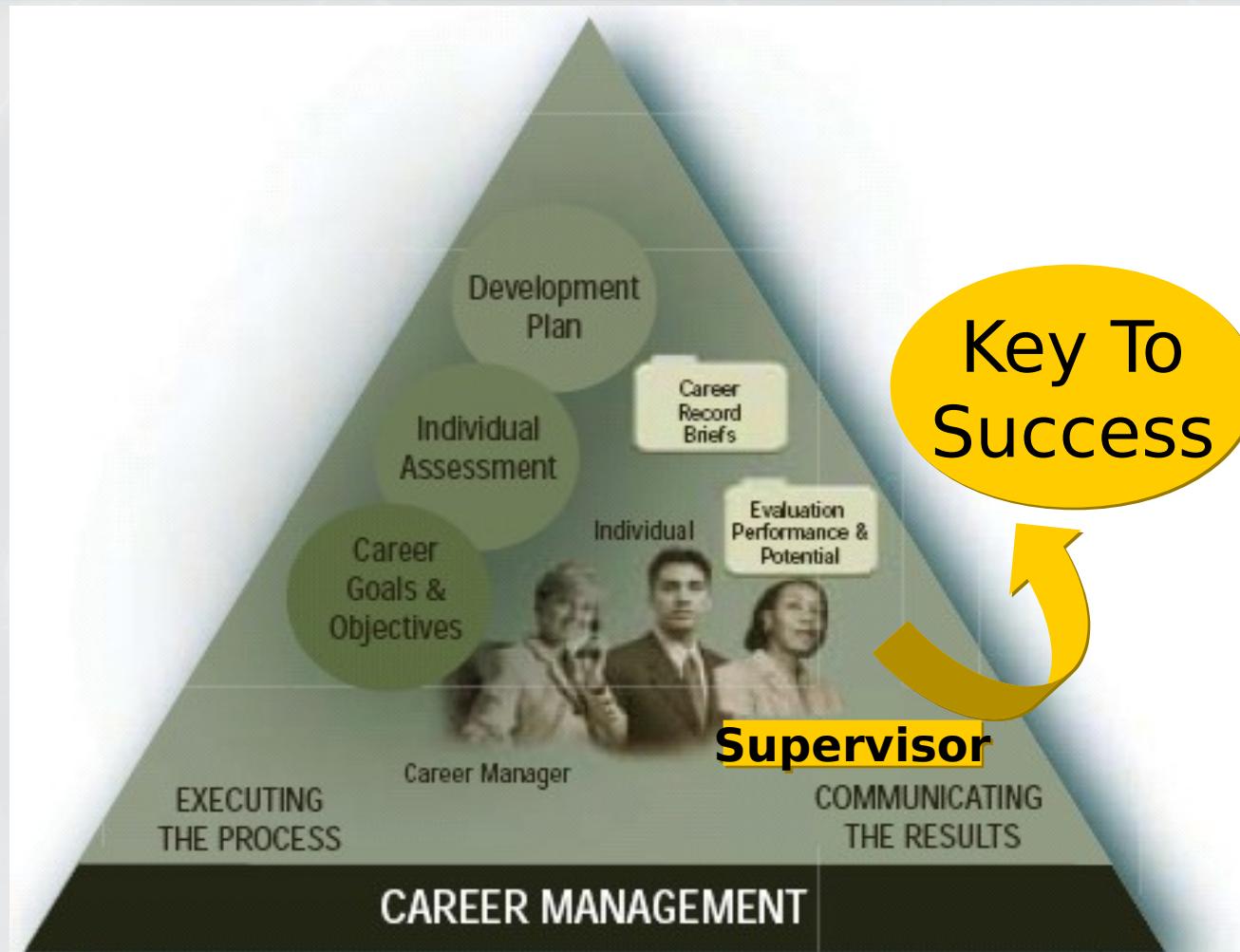
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## Initiative Review



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## Initiative #13: Campaign/Transformation Plan

### **Acquisition Career Management Supervisor Outreach Program**

- Design, Approval and Implementation of a Supervisor Outreach Program That Leverages Supervisors as Change Agents Empowered to Manage Their Acquisition Workforce Members and Make Them Expert, Relevant and Ready for Future AAC Missions
  - Establish Strategic Partnerships Between the Regional Customer Support Offices (RCSOs) and Supervisors
  - Provide Supervisors With the Necessary Tools and Information to Manage Their Workforce
  - Explore Existing Career Management Tools and Communication Mediums and How These Tools Are Used
  - Review RCSO Mission and Determine Need to Redefine Including the Focus of the Acquisition Career Manager From the Individual Workforce Member to the Supervisor

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## Initiative #46: Campaign/Transformation Plan

### **Civilian Leader Development Program**

- Develop a Civilian Leader Development Program at Every Level
  - Establish a Sequential Leadership Development Plan (Ref: "Army Training and Leadership Development" Panel Report)
  - Provide Leadership Training Opportunities at Every Level on the Civilian Career Path
  - Use NSPS Flexibility to Recruit and Retain Leaders

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## Initiative #13: Supervisor Outreach Program Status

- Realigned RCSOs Mission to Include Direct Support of the Supervisor
- Conducted Several Supervisors Outreach Sessions in the Southern/Western Region
  - Provided Overview of AAC Programs
  - Provided a Supervisor Quick Reference Guide as “handout”
  - Solicited Supervisory Input
- Initiated Research on Related Initiatives/Studies for Applicability
  - Army Training and Leadership Development Plan
  - Senior Army Workforce
  - Civilian Education System
  - DAU Sensing Session
  - Commerce Career Counseling Program

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## Initiative #13: Supervisor Outreach Program Status (Continued)

### ▪ Preliminary Feedback from Supervisors

- Knowledgeable About AAC Programs
- Preferred Small Group Sessions to One-on-One
- Used the ACRB/IDP in Counseling Session
- Found Supervisor Quick Reference Guide Useful
- Wanted On-Line Master Calendar of Events
- Different Opinions Where Focus Should Be – Workforce vs. Supervisor
- No Understanding of Value of SRPE
- Tools/Information not Readily Available – Lack of Knowledge as to Where to Find the Available Opportunities and Requirements
- Wanted Simplification:
  - One IDP vs. Two (Local IDP and AAC IDP)
  - On-line Tools (CAPP MIS; AKO) at One Location With One Password
  - Improved Application Process

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## Initiative #46: Civilian Leadership Development Program Status

- Hosted a Series of PEO MS Workforce Sessions to Address Concerns
- Established Training Improvement IPT
- Initial Feedback:
  - CLP Requirement Not Taken Seriously
  - No Effective Career Planning or Mentoring
  - Critical Need for Supervisory/Leadership Training
  - Lack of Relevant Supervisor Training
  - Need More Cross-Training Opportunities
  - More Interns are Needed
  - “Busy Schedules” Prevent Supervisors/Workforce Receiving Training

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## Initiative #46: Civilian Leadership Development Status (Continued)

- **Workforce Sessions and IPT Recommendations**
  - Institute Standards On All Supervisors' Appraisal—"Provide Career Counseling at Each Employee Performance Review"
  - Establish and Mandate New Supervisory Training Course- "Advanced Leadership Workshop"
  - Initiate Study to Establish a Leadership Career Track
  - Provide Local Mobility to Cross-Train Outside Primary Functional Areas
  - Designate In-House Web Rooms/Sites With Shared Training Folder
- **Actions Taken**
  - Briefed DACM on Acquisition Leadership Concerns
  - Initiated Contact With DAU to Discuss Potential Partnership
  - Developed "Sample" Level III DAU Leadership Module

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## Leadership Certificate Module "Sample Course Work"

- Pre-Level 1 Course Work for Acquisition Workforce GS-07-12/O1-O2 (Non-Supervisors), Consisting of Topics Such As "Understanding Leadership Styles," "Leadership Career Paths" and "Discovering Personal Potential"



**ALT** - Acquisition Leadership Training

**Note:** Courses Identified Above Are Shown as Notional and Not Conclusive Regarding Each Level of Training. Final Course Work Will Embrace the Army Acquisition Corps Leadership Competencies of Problem Solving, Decisiveness, Accountability, Interpersonal Skills, Oral Communication, Resilience, and Human Resource Management.

## Implementation Approach

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## Proposed Implementation Approach

- Change Mission for ACMs
  - Shift Focus From Individual Workforce Member to the Rating Supervisor
  - Facilitate Supervisor/Employee Career Counseling
  - Broaden Career Field Knowledge By Taking DAU Basic 101 Courses
- Ensure Learning and Development Tool Kit Provides the Needed Resources
- Develop a Training Packet as a “Handy Reference Leave-Behind”
  - Master Calendar
  - Supervisor Quick Reference Guide
  - ACDP
  - ACM Business Card
- Initiate Organization On-Site Small Group Sessions with Supervisors
  - Provide AAC Updates
  - Provide Training Packet
  - “Demo” Website and on-line Tools
  - Obtain Feedback on ASC Support – Are Our Resources Serving the Supervisor’s Needs
- Follow-Up With One-on-One Supervisor Session
  - Provide Full Career Counseling
  - Review Employees ACRB
  - Facilitate Employee Assessments of Strengths and Development Needs
  - Assist Supervisor in Identifying Nominees for AAC Programs (CDG, AETE/ATAP, C-RDAP, PM)
  - Address Unique Challenges



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## Proposed Implementation Approach (Continued)

- Build Stronger Link between the ACMA, the ACM, and the Supervisor
- Research/Leverage ATDLP, SAW, and DAU Sensing Session Findings and Recommendations
- Coordinate With DAU on Proposed Training
- Ensure New Supervisor Acquires Supervisor and Leadership Training
- Mandate use of ACRB and IDP in Counseling Sessions
- Establish Accountability – Performance Standards
- Implement/Facilitate Succession Planning
- Merge Initiative # 46 into Initiative #13.
- Reissue “Career Development as a Mission” Guidance
- Incorporate “Acquisition” Module into Supervisory Orientation/Training
- Establish Implementation Plan and Deployment Milestones
- Establish Taskforce to Implement Workshop Recommendations

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## What's Next?

- Discussion Topics – See Handout
- Issues
- Recommendations
- Strategy
- Timelines
- Quad Chart Completion (Finalize During Workshop)



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